

OFFICIAL



**Government
of South Australia**

WEST BEACH TRUST

2024-2025 Annual Report

WEST BEACH TRUST

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Date approved by Board: 25 August 2025

Date presented to Minister: 15 September 2025

To:

Hon Nick Champion MP

Minister for Housing and Urban Development
Minister for Housing Infrastructure
Minister for Planning

This annual report will be presented to Parliament to meet the statutory reporting requirements of *the West Beach Trust Recreation Reserve Act 1987* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

This report was endorsed by the West Beach Trust Board at its meeting on 25 August 2025.

Submitted on behalf of the WEST BEACH TRUST by:

Kate Anderson

Chief Executive Officer
West Beach Trust

Date: 15 September 2025

Signature:

A handwritten signature in black ink, appearing to read 'K Anderson', written in a cursive style.

From the Chair
Jane Jeffreys AM



Dear Minister,

I am pleased to present the 2024–25 Annual Report, which highlights another strong year of growth and achievement for West Beach Parks. Through targeted investment in facilities, strategic partnerships, and a clear commitment to community engagement and environmental sustainability, we continue to deliver on our vision to be Australia’s favourite Tourism, Sport and Leisure destination for all.

The 2024–25 results showcase the strength of Australia’s domestic tourism sector and highlight the important role West Beach Parks continues to play as a premier holiday destination. Despite cost-of-living pressures and increased competition in the tourism market, we achieved outstanding outcomes.

Key Achievements:

- Record trading revenue of \$23,004,869
- Welcomed 751,735 visitors
- Hosted 20 major sporting events
- Delivered 48,167 cabin nights
- Recorded 68,508 camping nights
- Facilitated 94,709 rounds of golf

This year saw the completion and commencement of several key projects that will shape the future of West Beach Parks, strengthening our identity as a precinct that supports local community, tourism, and environmental excellence.

Key Highlights include:

- Opening of The Square at West Beach Parks, a vibrant new community hub and flagship precinct activation project
- Construction and delivery of the new South Australia Police (SAPOL) Road Safety Centre, reinforcing our commitment to safety and community service
- Launch of a new strategic brand partnership for the Holiday Park with G’day Group another iconic South Australian tourism brand.
- Best Holiday & Caravan Park and People’s Choice winner at the 2024 South Australian Tourism Awards
- Rebranding and strategic development of The Pat GC (golf precinct)
- Significant investment in sustainability and biodiversity, including the planting of 2750 native plants, 248 trees and sand dune rejuvenation.

Precinct Growth and Visitor Experience

The Road Safety Centre officially opened on 4 October 2024, adjacent to the Holiday Parks precinct. The Centre is a valuable and complementary addition to the West Beach Parks offering. West Beach Parks played a pivotal role in the project, leading construction oversight and managing the overall

delivery on behalf of SAPOL and the Department of Treasury and Finance. Since its opening, the Centre has experienced strong demand, hosting numerous school education visits, delivering popular school holiday programs, and serving as an active community space on weekends.

The official opening of The Square in December 2024 marks a major milestone in our ongoing efforts to create inclusive, accessible public spaces. Supported by a \$1.45 million State Government grant, The Square features modern playground equipment, shaded seating, a kiosk, and open green space for events and leisure — already proving popular with locals and visitors alike.

In December 2024 we commenced a new brand partnership for our Holiday Park with G'day Group. This strategic alignment enhances our national visibility and also reflects the strength of collaboration between South Australian-based businesses. The partnership aims to strengthen our position in a competitive tourism market and supports our commitment to delivering high-quality, accessible holiday experiences.

Our accommodation offering continues to evolve with the addition of eight new “Willy the Whiting” cabins and upgrades to the “Summer Breeze” cabins at The Retreat, further enhancing guest comfort and appeal.

We were proud to once again be recognised by the *Tourism Industry Council SA* with both the Best Holiday & Caravan Park and the People’s Choice Award — a testament to the commitment and passion of our team.

Sport and Recreation Leadership

Our sport and recreation portfolio continued to evolve in 2024-25, marked by the completion of the Golf Park Master Plan and the successful rebranding of the precinct as The Pat GC. This transformation was further strengthened by the launch of a refreshed digital presence and a new brand identity, laying a strong foundation for future growth and community engagement.

The Trust now supports 32 lessees within the precinct, including five State Sporting Organisations: Surf Life Saving South Australia, Baseball SA, Softball SA, Lacrosse SA, and Football South Australia. We continue to work collaboratively with the Office for Recreation, Sport and Racing to attract new sporting organisations and opportunities to the precinct.

Community and Events

West Beach Parks continues to serve as a leading venue for both community and major events. In 2024–25, we proudly hosted a wide range of activities, including the *Thai Festival*, *Australian Ultimate Frisbee Championships*, and various *SAPSASA* school events. Our close partnerships with *Events South Australia* and local stakeholders have ensured our facilities remain in high demand for community activation and engagement.

West Beach Parks proudly supports major state government events that drive strong economic benefits for the region. During LIV Golf and AFL Gather Round, our accommodation properties reached 96% and 97% occupancy respectively, highlighting the direct value these events bring to our precinct.

Throughout the year, the precinct has strengthened its role as a key hub for major school sports events. Multiple carnivals were hosted in partnership with SAPSASA and SACSA, featuring competitions in AFL, soccer, softball, and cross country. These events highlight our growing reputation as a leading venue for school sport in South Australia.

The relocation and opening of the South Australian Police Road Safety Centre on site represents a key example of collaboration with government that directly benefits the South Australian public.

Environmental Responsibility and Innovation

Environmental sustainability remains central to our long-term strategy. This year, we embedded sustainable design principles into our *Precinct Master Plan*, introduced an electric pool vehicle, and improved our waste management and procurement practices — including a 38% increase in local

product sourcing for The Shack and the reduction of over 5,000 plastic bottles through the introduction of a *Fleurieu Milk on Tap* system.

More than 3,000 native trees and plants were planted across the precinct in 2024, supporting dune protection, enhancing biodiversity, and strengthening ecological resilience. Two successful community planting days were held at the West Beach sand dunes, reflecting strong local engagement in our environmental initiatives.

Initiatives such as *Clean Up Australia Day* and the *Lessee Environmental Sustainability Award* have helped to foster a strong culture of environmental stewardship throughout the organisation and the wider community.

Our People and Governance

On behalf of the Board, I extend my sincere thanks to the entire team, whose dedication, professionalism, and passion continue to underpin the success of West Beach Parks. I also acknowledge and thank my fellow Board Members for their ongoing leadership, strategic guidance, and commitment to our shared vision.

We remain strongly focused on the goals outlined in our 2024–2026 Strategic Plan, which is structured around five key pillars: *Our Destination, Our Community, Our Environment, Our People, and Our Business*.

Looking ahead, we do so with confidence and a shared sense of purpose — committed to delivering exceptional experiences for our guests, creating value for our community, and protecting the unique natural environment that defines West Beach Parks.



Jane Jeffreys AM
Chair
West Beach Trust

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Overview: About the Agency

The West Beach Trust (**the Trust**) is a Statutory Authority of the Government of South Australia, created to manage the West Beach Recreation Reserve. The Trust trades and is marketed as West Beach Parks.

Facilities include:

- Discovery Parks - West Beach Parks
- The Retreat at West Beach Parks
- The Pat GC
- The Square at West Beach Parks
- West Beach Parks Boat Haven
- West Beach Parks Football Centre
- West Beach Parks Diamond Sports
- West Beach Parks Sporting Reserves
- West Beach Parks Skate and BMX Park
- West Beach Coastal Park





This Annual Report describes the functions and operations of the Trust, trading as West Beach Parks. It presents Audited Financial Statements for the year ended 30 June 2025, and includes information about West Beach Parks, and the management of resources under its control. It is submitted in accordance with the:

- *Public Sector Act 2009*
- *Public Finance and Audit Act 1987*
- *West Beach Recreation Reserve Act 1987*

Strategic Focus

West Beach Parks is guided by its Performance Agreement, Charter and Strategic Plan.

It's, vision, purpose, values and strategic priorities are:

Our Vision	To be Australia's favourite Tourism, Sport and Leisure destination for everyone
Our Purpose	To care for and enhance West Beach Parks for current and future generations
Our Values	<p>Ethics: We do the right thing</p> <p>Accountability: We own our actions and behave responsibly</p> <p>Respect: For our visitors, each other and our environment</p> <p>Teamwork: We work together to create and deliver a great visitor experience</p>
Our Strategic Priorities	<div>  <p>Our Destination We will continue to drive the evolution of West Beach Parks for the benefit and enjoyment of everyone</p> </div> <div>  <p>Our Community We will build and preserve genuine relationships within our Community, and continue to create inclusive environments for everyone</p> </div> <div>  <p>Our Environment We will ensure that environmental sustainability is at the heart of everything we do</p> </div> <div>  <p>Our People, Our Business We will invest in our people and our business, and ensure long-term financial sustainability</p> </div>

Legislation

The Trust is the statutory authority responsible for the management and development of the West Beach Recreation Reserve lands and environment. The Trust trades and is marketed as West Beach Parks.

The Trust is managed by a Board. The Board is under the control and direction of the Minister for Planning.

The *West Beach Recreation Reserve Act 1987* requires the Trust to perform the functions of the Trust as set out in section 13(1) of the Act, which are:

- (a) to administer and develop the Reserve in accordance with its strategic and business plans—*
 - (i) as a sporting, cultural and recreational complex of State-wide significance; and*
 - (ii) as a tourist attraction and resort; and*
 - (iii) within a designated area—as a place where boats may be launched, moored or stored (and where ancillary or associated services may be provided); and*
- (b) to promote and encourage the use and enjoyment of the Reserve by the public; and*
- (c) to perform any other function assigned to the Trust by this Act or the Minister.*

In fulfilling its statutory functions as set out in the Act, the Government requires the Trust, by its Charter, to be a business enterprise with the principal responsibility to administer and develop the Reserve to the benefit of the public and economy of the State and pursue the following strategic commercial directions:

- To create economic, environmental and social benefits to the State
- To be accountable and operate commercially in accordance with:
 - Sound business and financial management
 - Government policy objectives
 - Prudent risk management practices
- To manage the provision of accommodation and recreation facilities suitable for attracting tourism and recreation and sporting events to South Australia and/or enabling existing sporting organisations to expand
- To perform such ancillary acts and matters as are necessary to achieve the purposes above.

Changes to the Agency

Nil.

Minister



Hon Nick Champion MP

Minister for Housing and Urban Development
Minister for Housing Infrastructure
Minister for Planning

The Honourable Nick Champion MP is the Minister for Housing and Urban Development, Minister for Housing Infrastructure and Minister for Planning.

Board and Sub-committee Functions & Structure

The West Beach Trust Board (the Board) is accountable to the Minister for Planning for sound management and stewardship of the Trust and its assets, for and on behalf of its owners in accordance with the law.

The Board is responsible for ensuring that the West Beach Trust Governance Framework and its key governance principles are managed according to the *West Beach Recreation Reserve Act 1987* which outlines its responsibility in relation to:

- Functions and powers of the Trust
- Performance and Scope
- Staff of the Trust
- Financial Provisions

Sub-committees

The Sub-committees provide a support service to the Board and are responsible for:

Finance, Audit & Risk Sub-committee:

- Make recommendations to the Board on the overall priorities, strategies and policies that support effective and accountable governance for the Trust
- Protect the long-term viability of the Trust and the State's financial interest in the Trust
- Fulfil financial and business risk reporting requirements as outlined in applicable legislation including Australian Accounting Standards, Treasurer's Instructions and Commissioners Circulars and Determinations
- Develop, review and monitor corporate governance policies and procedures in accordance with legislation and best practice.

Sales, Brand & Visitor Experience Sub-committee:

- Monitor, review and provide feedback to Administration on Revenue, Brand and Visitor Experience functions and performance
- Ensure Key Performance Indicator targets are met in relation to Revenue and Brand and reported
- Ensure key metrics in relation to Visitor & Guest Experience are met and reported

Human Resources & Remuneration Sub-committee:

- The recruitment, performance, development and remuneration of the Chief Executive Officer
- Ensure appropriate direction and process for the West Beach Trust Enterprise Agreement negotiations to effectively achieve a successful outcome for both employees and the Trust
- Ensure policies are compliant with relevant employment legislation and best practice



Board Membership & Terms

The Board composition is made in accordance with section 7 of the Act:

The Trust consists of seven members appointed by the Minister, of whom—

- one must be a person from a panel of three persons nominated by the City of Charles Sturt; and
- one must be a person from a panel of three persons nominated by the City of Holdfast Bay; and
- one must be a person from a panel of three persons nominated by the City of West Torrens; and
- the remainder will be selected by the Minister.

The Board Membership composition for the 2024-2025 year included:

Name	Membership Role Term
Jane Jeffreys AM	West Beach Trust Board (Presiding Officer) Human Resources and Remuneration Sub-committee (Chair) Term: 29 February 2024 – 28 February 2026 (current)
Bruce Djite	West Beach Trust Board (Deputy Presiding Officer) Human Resources and Remuneration Sub-committee (Member) Sales, Brand & Visitor Experience Sub-committee (Member) Term: 11 March 2025 – 10 March 2028 (current)
Adrian Ralph	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Chair) Term: 11 March 2025 – 10 March 2028 (current)
Rebecca Abley	West Beach Trust Board (Member) Sales, Brand & Visitor Experience Sub-committee (Chair) Term: 11 March 2025 – 10 March 2028 (current)
Leesa Chesser	West Beach Trust Board (Member) Sales & Marketing Sub-committee (Member) Term: 2 January 2024 – 28 February 2026 (current)
Cindy O'Rielley	West Beach Trust Board (Member) Finance, Audit & Risk Sub-committee (Member) Term: 29 February 2024 – 28 February 2026 (current)
Elinor Walker	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Member) Term: 11 March 2025 – 10 March 2028 (current)
Emily Perry	West Beach Trust Board (Member) Finance, Audit and Risk Sub-committee (Member) Term: 1 March 2022 – 28 February 2025 (expired)

Executive Team

The Executive Team are responsible for the overall strategic priorities and objectives, operational arrangements and financial requirements for the Trust.



From Left:

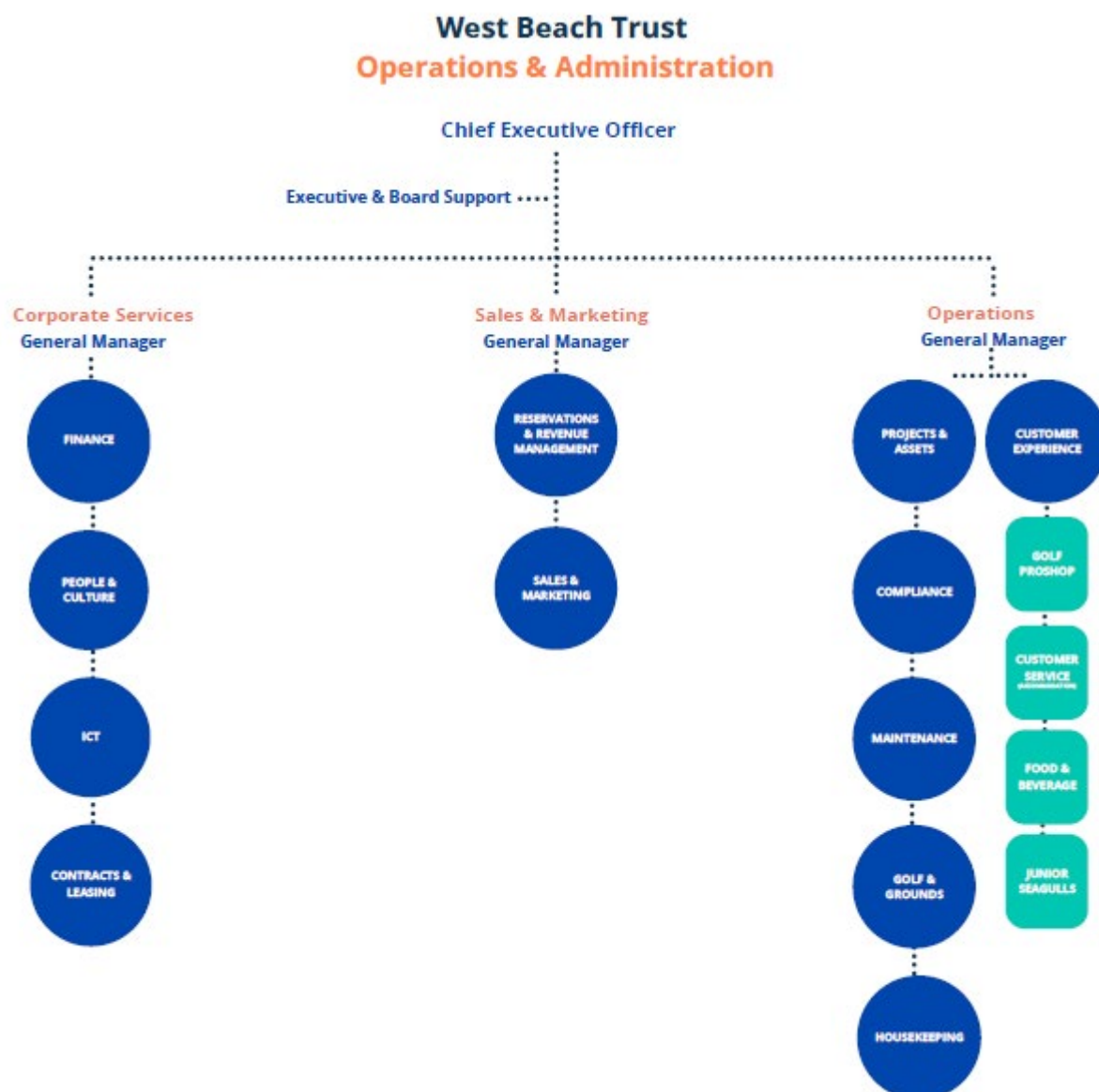
Ms Abby Howard, General Manager, Sales & Marketing
Mr Vincent Mifsud, General Manager, Corporate Services
Ms Kate Anderson, Chief Executive Officer
Mr Dean Wetherill, General Manager, Operations

Organisational Structure

The Organisation consists of three key departments (and sub-divisions):

- Corporate Services
- Operations
- Sales & Marketing

Across the Organisation, 183 staff members are employed (as at 30 June 2025)



The Agency's Performance

Performance at a Glance

Overall, the revenue performance of the Precinct was strong with the current year result up significantly in comparison to the last financial year. However, the current result is substantially distorted by the favourable impact of \$2.195M in grant revenue for specific capital projects. If not for these grants the current year result would be a loss of \$885k. As a business the Trust is not immune to prevailing cost of living pressures, including rising utility costs, an increase in depreciation expense as a result of the previous year's independent asset revaluation and rising operational costs.

Trading Revenue increased by \$1.20 million (5.5%), overall, with Accommodation tariffs up 4%, and Golf income up 5% on last year. In addition, Food and Beverage sales have increased by 48% reflecting the full year impacts of the Shack relocation in the Holiday Park and its increased trading hours and offerings.

Consolidated Accommodation revenue was a new record high, eclipsing the previous high of \$15.86 million achieved in 2022-23. This reflected the strong demand that is still in the market for holidays at home.

The accommodation results benefitted from the V8 Supercars Adelaide 500, Test Cricket, Adelaide Fringe, Festival, WOMAD, AFL Gather Round and LIV Golf tournament together with favourable weather conditions throughout most of the year.

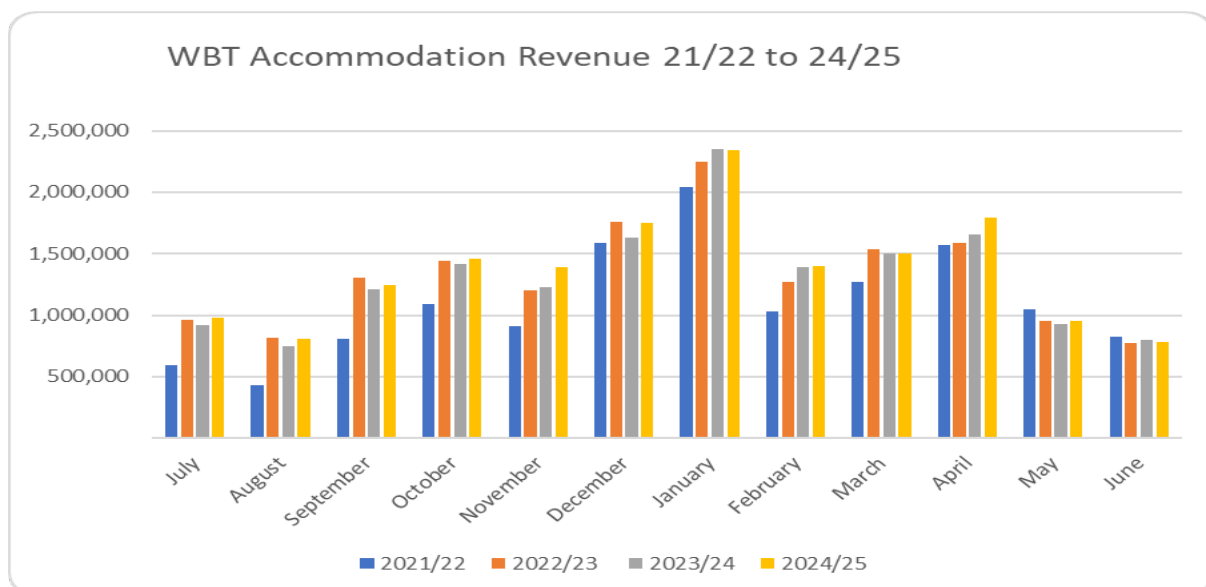
During the year, continued investment into the Precinct occurred with capital spend and overall continual upgrades.

Accommodation

Accommodation revenue increased by 4%, with several excellent results occurring throughout the financial year. Holiday Park revenue increased by \$276k and revenue at the Retreat increased by \$365k, noting the previous year's actuals at the Retreat were impacted by reduced Cabins stock whilst new Cabins were being constructed and installed.

The continued strong accommodation trading revenue underscores the demand for domestic travel across Australia and showcases Adelaide's attractiveness to interstate visitors. The Adelaide Fringe Festival and the Adelaide Festival enjoyed impressive attendance, supported by the State Government's strategic events like the AFL Gather Round and the LIV Golf tournament, all of which boosted visitor numbers and fuelled our business.

Sports events were strong resulting in robust participation numbers, which in turn positively impacted accommodation figures. In addition, the implementation of strategic marketing campaigns focused on the generation of mid-week sales and accommodation bookings outside of peak season.

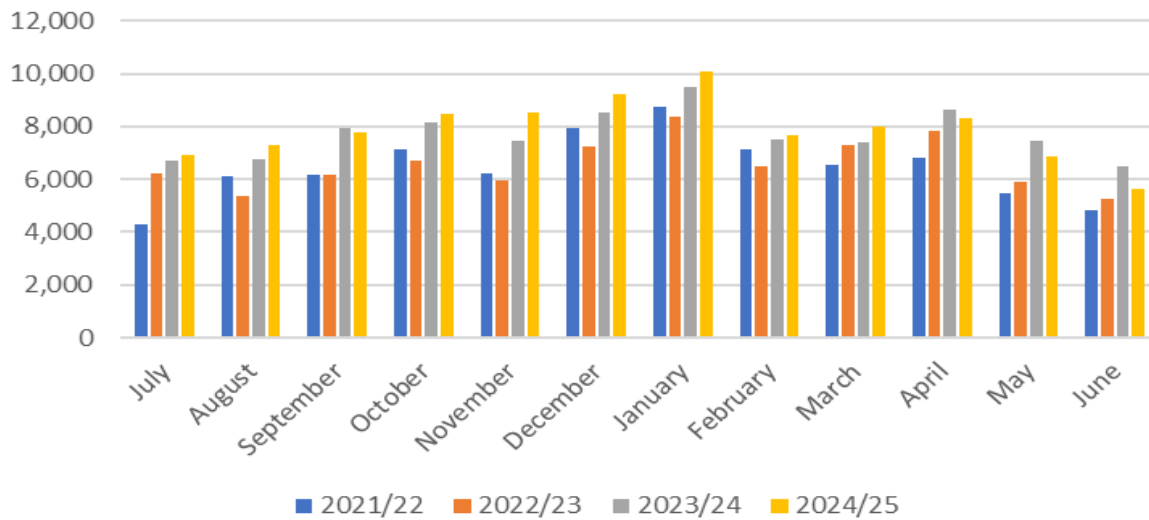


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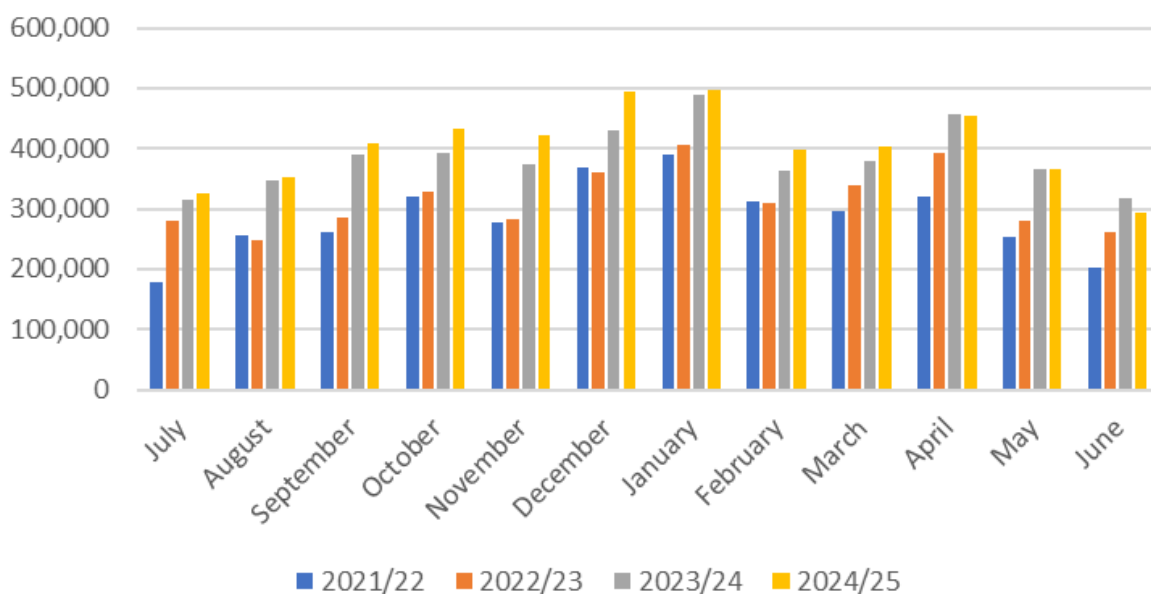
Golf

The Golf business has continued to thrive post the pandemic and grew slightly in the current year, resulting in its best ever revenue performance). The round numbers (up 2.3%) and revenue generated (up \$236k or 5%) remain strong. Recent year results have been favourably impacted by the AFL Gather Round, LIV Golf Tournament, and other golfing events held during the year, together with relatively dry weather conditions throughout most of the year.

Golf Rounds 2021/22 to 2024/25



Golf Revenue 2021/22 to 2024/25



Agency specific Objectives and Performance

At West Beach Parks our intent is to be a world class tourism, sport and recreation destination, providing exceptional leisure experiences. Over the past year we have seized opportunities to upgrade, develop and expand our facilities, continued to have the customer experience at the heart of everything that we do, and focussed on minimising our environmental impact to ensure that West Beach Parks is the best it can be for future generations.

We are making a significant and transformative investment in the future of WBP. The Master Plan and creation of The Square will draw the local and wider community into West Beach Parks to experience and enjoy the natural environment, with a focus on cultural and biodiversity, connection and wellbeing.

STRATEGIC PRIORITY – OUR DESTINATION

Strategic Intent: We will continue to drive the evolution of West Beach Parks for the benefit and enjoyment of everyone

Community Impact

- Opened *The Square at West Beach Parks* on 13 December 2024 — a vibrant community hub featuring a modern playground, shaded areas, public amenities, a kiosk, and open green space. This flagship project was made possible through West Beach Parks investment and a \$1.45 million grant from the State Government's Planning and Development Fund.
- Completed construction of the *South Australia Police Road Safety Centre*, officially opened on 4 October 2024. West Beach Parks managed the delivery of the facility on behalf of SAPOL and the Department of Treasury and Finance reinforcing our commitment to community safety, education and engagement.

Holiday and Tourism Accommodation

- **Launched a strategic brand partnership** with Discovery Parks for the holiday park following an Expression of Interest and evaluation process, with the new brand – *Discovery Parks – West Beach Parks* – introduced on 1 December 2024. This collaboration strengthens our online presence and lifts national brand recognition.
- **Awarded Best Holiday & Caravan Park** at the 2024 South Australian Tourism Awards, along with the prestigious **People's Choice Award**, in recognition of outstanding guest satisfaction and service excellence.
- **Expanded guest accommodation offering** with the installation of eight new "Willy the Whiting" cabins, enhancing affordable entry-level accommodation options.
- **Elevated The Retreat's guest experience** by:
 - Upgrading five Summer Breeze cabins to a higher standard of comfort and appeal
 - Partnering with external providers to introduce new food, beverage, and wellness services.

Sport and Recreation

- **Rebranded the golf precinct as *The Pat GC***, supported by a refreshed digital presence including a new website and brand strategy.
- **Completed the Golf Master Plan** and initiated a commercialisation strategy to support long-term growth and sustainability.
- **Commenced upgrades to Westward Ho Golf Club**, including a refreshed exterior façade and internal improvements to the public bar and bistro.
- **Commenced Development of the Sport & Recreation Precinct Master Plan**, supported by extensive community and stakeholder consultation.
- **Replaced the synthetic football pitch**, maintaining high standards for sporting infrastructure at the Football Centre.
- **Developed a new unified Sports brand**, positioning the precinct for stronger identity and engagement.

Technology and Infrastructure Enhancements

- Commenced the precinct-wide rollout of **enhanced Wi-Fi services**, with a focus on increasing guest satisfaction through improved speed and coverage, particularly within the Holiday Park.

STRATEGIC PRIORITY – OUR COMMUNITY

Strategic Intent: We will build and preserve genuine relationships within our Community, and continue to create inclusive environment for everyone

- **Developed and implemented a Stakeholder Communications Framework**, ensuring transparent, timely, and effective engagement with community and key stakeholder groups.
- **Established and promoted The Square as a community brand**, reinforcing its role as a central precinct for connection, relaxation, and recreation.
- **Positioned the West Beach Parks Reserves as a key event venue**, hosting a diverse calendar of events including:
 - Thai Festival 2025 – Songkran and Thai New Year
 - Australian Ultimate Frisbee Championships
 - SAPSASA Sporting Events
 - Vintage Car Club Showcase
- **Maintained strong partnerships with Events South Australia** to attract and support community and sporting events that activate and celebrate our public spaces.

STRATEGIC PRIORITY – OUR ENVIRONMENT

Strategic Intent: We will ensure that environmental sustainability is at the heart of everything we do

Climate Smart Initiatives

- **Integrated a sustainability-focused Style Guide** into the Precinct Master Plan to guide future developments.
- **Completed a review of the vehicle fleet**, identifying a staged introduction to electric vehicles over the next three years where capability exists.
- **Developed Sustainable Development Principles** to inform environmentally responsible operations and growth.

Smart Waste & Sustainable Purchasing

- **Increased local procurement** at The Shack with 38% of liquid products and 100% of pastries sourced locally.
- **Reduced paper usage** by 28% through the implementation of digital onboarding via the Tanda time and attendance platform.

Staff & Visitor Engagement

- Hosted a **community planting day** focused on native sand dune restoration.
- Participated in **Clean Up Australia Day**, with 12 team members removing waste across key areas

Together with the Community

- Published **eight environmental sustainability stories** on LinkedIn, highlighting West Beach Parks' environmental leadership.
- **Recognised the Adelaide Sailing Club** as the 2024 Lessee Environmental Sustainability Award recipient.

Key Environmental Projects

- **Purchased an electric pool vehicle**, replacing a petrol car as part of our transition to a low-emissions fleet.
- **Executed native plant restoration in the Golf Park**, removing invasive species and planting 2,600 native plants to promote biodiversity.
- **Planted 248 new trees** across the precinct as part of our annual planting schedule.
- **Planted 1,600 native seedlings** in sand dunes to strengthen local ecosystems.
- **Reduced single-use plastic** by partnering with Fleurieu Milk Company to install a Milk on Tap system, eliminating over 5,000 plastic bottles.

STRATEGIC PRIORITY – OUR PEOPLE. OUR BUSINESS

Strategic Intent: – We will invest in our people and our business, and ensure long-term financial sustainability enhance West Beach Parks for current and future generations

- **Launched the Health, Well-being & Safety Strategic Plan 2025–2027**, reinforcing our commitment to a safe, healthy workplace.
- **Reviewed and implemented enhancements to the Employee Value Proposition**, supporting staff attraction and retention.
- Delivered **Customer Experience training** to all frontline staff to elevate service quality.
- Rolled out **Cultural Heritage Awareness training** to foster a respectful and inclusive workplace.
- **Launched the Diversity, Equity & Inclusion Plan 2024–2027**, aligned with the SA Public Sector DEI Strategy, with a focus on:
 - Embedding DEI in daily practice
 - Empowering the voices of staff and community
 - Reflecting the diversity of South Australians
 - Promoting inclusive employment opportunities
- Partnered with **McGregor Tan** to conduct guest focus groups, gathering feedback to guide ongoing customer experience enhancements.
- **Executed a targeted winter accommodation advertising campaign** to drive off-peak visitation and deliver consistent year-round guest engagement.

Employment Opportunity Programs

Program Name	Performance
Apprenticeships in Horticulture and Sports Turf	<p>One full-time Apprentice is in the early stages of completing a 3-year Apprenticeship in Certificate III in Horticulture.</p> <p>Two full-time Apprentices are at various stages of completing a 4-year Apprenticeship in Certificate III in Sports Turf Management.</p>
Disability Employment	Over the past 12 months West Beach Parks has employed a further two staff members through Barkuma.

Agency Performance Management and Development Systems

Performance Management and Development System	Performance
West Beach Parks conducts a biannual Performance Development Review for all permanent employees	<p>100% of active West Beach Parks permanent staff had their performance reviewed and forward-looking key performance indicators and development plans set during July 2024 and January 2025.</p> <p>86.54% of Development Plans from the July to December 2024 period were completed.</p> <p>94.85% of Development Plans from the January to June 2025 period were completed.</p>
West Beach Parks conducts a biannual Performance Development Review for all casual employees will over one year of service	100% of active West Beach Parks casual staff had their performance reviewed during September 2024 and March 2025.
West Beach Parks Learning and Development Framework	<p>100% of all scheduled training as per the Learning and Development Framework was delivered between July 2024 and June 2025. Total spend on learning and development in the 2024-25 financial year was \$125,511.</p> <p>Key training delivered over this financial year included:</p> <ul style="list-style-type: none"> ▪ Disability Inclusion Training ▪ Cultural Heritage Training ▪ Safe Environments for Children and Young People – Through Their Eyes ▪ Emergency Response Protocols

Work Health, Safety (WHS) and Return to Work Programs

Program Name	Performance
WHS Strategic Plan 2021-2024	The WHS Strategic Plan was completed in February 2025.
WHS and Wellbeing Strategic Plan 2025-2027	<p>The WHS and Wellbeing Strategic Plan (Plan) aligns with the South Australian Public Sector Safety, Wellbeing and Injury Management Strategy 2023 – 2032. Implementation of the WHS and Wellbeing Strategic Plan (Plan) commenced in January 2025.</p> <p>The Plan documents a significant number of action plan initiatives, measurements and due dates, as well as completion dates. Delivery of the Plan is a permanent agenda item for the West Beach Parks WHS Committee Meetings. The Plan contains three overarching objectives:</p> <ol style="list-style-type: none"> 1) Commitment and leadership to safety, wellbeing and injury management 2) Contemporary and innovative approaches to deliver a safe and healthy workplace 3) Continuous improvement through data.
Health and Wellbeing Program	The West Beach Parks Health and Wellbeing Program continued to be implemented during 2024-25. Feedback is obtained from employees after each initiative within the Program to ensure initiatives meet the needs of employees, and to ascertain whether employees desire the initiative to be delivered again in the future. The Health and Wellbeing Committee reviews this feedback. Total spend on Health and Wellbeing initiatives in the 2024-25 financial year was \$9,830.

Workplace Injury Claims	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total new workplace injury claims	8	4	100%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1,000 FTE)	15.30	21.52	-29%

*Number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return-to-Work Act 2014 (Part 2 Division 5)

Work Health and Safety Regulations	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Number of notifiable incidents (<i>Work Health and Safety Act 2012, Part 3</i>)	2	2	0%
Number of provisional improvement, improvement and prohibition notices (<i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i>)	0	0	0%

Return to Work Costs**	Current year 2024-25	Past year 2023-24	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$161,029	\$241,398	-33%
Income support payments – gross (\$)	\$58,240	\$88,288	-34%

**before third-party recovery

Data for Previous Years

Return to work costs**	2023-24	2022-23	% Change (+ / -)	2021-22	% Change (+ / -)
Total gross workers compensation expenditure (\$)	\$241,398	\$106,708	+126%	\$72,408	+47%
Income support payments – gross (\$)	\$88,288	\$19,788	+346%	\$12,025	+64%

**before third-party recovery

Executive Employment in the Agency

Executive Classification	Number of Executives
Chief Executive Officer	1
General Manager	3

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial Performance

Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The full audited financial statements for 2024-25 are attached to this report.

The budget for the Statement of Comprehensive Income in the table below is consistent with the Original Budget 2024-25, as endorsed by the West Beach Trust Board on 27 May 2024, which was used as the Trust's initial baseline position for management and Board reporting purposes in 2024-25.

Statement of Comprehensive Income	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	Past year 2023-24 Actual \$000s
Total Income	25,759	27,033	1,274	23,043
Total Expenses	24,335	25,723	1,388	22,821
Net Result	1,424	1,310*	(114)	222
Asset Revaluation Increment	0	11,252	11,252	43,609
Total Comprehensive Result	1,424	12,562	11,138	43,831

* The Net Result includes \$2.195M in grant revenue for specific capital projects. If not for these grants the Net Result would be a loss of \$885k.

The budget variations for the Statement of Financial Position in the table below has been determined by applying the movements associated with the Original Budget 2024-25 against the finalised actual position as at 30 June 2025.

Statement of Financial Position	2024-25 Budget \$000s	2024-25 Actual \$000s	Variation \$000s	Past year 2023-24 Actual \$000s
Current assets	2,987	4,502	1,515	2,160
Non-current assets	131,891	154,577	22,686	141,761
Total assets	134,878	159,079	24,201	143,921
Current liabilities	5,612	7,481	1,869	5,791
Non-current liabilities	9,837	10,051	214	9,346
Total liabilities	15,449	17,532	2,083	15,137
Net assets	119,429	141,547	22,118	128,985
Equity	119,429	141,547	22,118	128,985

Consultants Disclosure

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

Consultancies with a contract value below \$10,000 each

Consultancies	Purpose	\$ Actual payment
All consultancies below \$10,000 each - combined	Various	\$86,375

Consultancies with a contract value above \$10,000 each

Consultancies	Purpose	\$ Actual payment
Hughes PR	Public Relations	\$89,040
ZED Management	Management Consultancy	\$83,673
Tredwell Management	Master Planning	\$22,692
McGregor Tan	Market Research	\$22,000
Walter Brooke	Architects	\$15,900
Suzanne Ridding	Environmental Planning	\$11,565
	Total	\$244,870

Contractors Disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year. The Trust has only listed contractual services where the predominant component is labour supply to carry out routine/core business tasks as directed by the Trust.

Contractors with a contract value below \$10,000

There are no Contractors under \$10,000.

Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
AMA - Security	Security	\$308,397
Maxima	Labour hire	\$221,570
Pinnacle People	Labour hire	\$77,492
Bedford Industries	Labour hire	\$13,400
	Total	\$620,859

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Risk Management

The Board and Management of the Trust recognise that the management of risk is a key element of sound governance and an important strategy in achieving the objectives of the Trust's Charter, Performance Agreement and supporting objectives.

The Risk Management Framework is a holistic management process that is applied to all levels of operation across the West Beach Recreation Reserve.

The Chief Executive Officer, Executive and Management Teams of the Trust recognise that they are responsible for the implementation of the Risk Management Framework and that they are to effectively integrate the Risk Management Framework into their designated management activities and responsibilities.

The Risk Management Framework has been developed to:

- Allow the Trust to proactively manage its risks in a systematic and structured way
- Continually refine processes to reduce the Trust's residual risk profile
- Ensure appropriate strategies are in place to mitigate or manage risks and maximise opportunities
- Embed the Risk Management process and ensure it is an integral part of the Trust's planning processes at strategic, management and operational levels.

The Framework forms part of the Trust's Risk Management Portfolio which includes:

- Risk Management – Policy
- Risk Management – Framework
- Risk Management – Appetite Statement (*the Statement provides parameters for the Board to make calculated decisions*)
- Risk Management – Categories.

The Risk Management Portfolio is reviewed and updated annually and is provided to the Board for subsequent approval.

Risk and Audit at a Glance

The Finance, Audit & Risk Sub-committee (**FARS**) was established to make recommendations to the Board on the overall priorities, strategies and policies that support effective and accountable governance for the Trust. It ensures the consequences of management's actions are properly recorded and disclosed to:

- Protect the long-term viability of the Trust and the State's financial interest in the Trust
- Fulfil financial and business risk reporting requirements as outlined in applicable legislation including Australian Accounting Standards, Treasurer's Instructions and Commissioners Circulars and Determinations
- Develop, review and monitor corporate governance policies and procedures in accordance with legislation and best practice

The FARS Committee met five times during the 2024-25 financial year.

Fraud detected in the Agency

There has been no fraud detected during the 2024-25 year.

Strategies implemented to control and prevent fraud

The Chief Executive Officer and Executive Team are responsible for ensuring appropriate measures for fraud and corruption control, including prevention, detection, raising awareness, reporting, training and investigation are in place, and apply to all areas of the business.

The Trust has implemented a Fraud, Corruption, Misconduct and Maladministration Policy which is reviewed annually. This is administered by the Chief Executive Officer, with advice from FARS, Executive Team and the People and Culture Manager. The Policy is approved by the Board annually. Responsibility and application of the policy rests with the Chief Executive Officer, Executive Team, Operational Management Team and employees.

A Financial Management Compliance Checklist is also produced annually and presented to FARS and is subsequently approved by the Board.

The Auditor General conducts an interim and annual audit of the Trust each year. The results of the Audit, together with an associated Action Plan are presented to the Board as required.

Public Interest Disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the Public Interest Disclosure Act 2018: Nil.

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1 July 2019.

Public Complaints

West Beach Parks actively seeks customer feedback through a variety of mechanisms, including:

- Online surveys facilitated through West Beach Parks for accommodation and golf
- Written and verbal interactions with customers
- Discovery Parks Franchise Agreement
- Review Pro

In 2024-25, two written complaints were received from a total of 116,675 room nights during the year. All feedback was addressed and responded to in a timely and effective manner.

Service Improvements

In 2024-25, West Beach Parks undertook a series of initiatives to ensure that it remains a world-class holiday, sport and recreation destination.

Based on feedback from visitors and the team, the following initiatives were undertaken:

DISCOVERY PARKS - WEST BEACH PARKS

- An extensive, all-inclusive play space was launched offering a perfect blend of play equipment and nature-inspired activities
- Renovation and upgrade works were completed within the Holiday Park Activity Centre. This facility now has a dedicated activity area and billiards room
- Six new cabins were introduced to replace 13 dated cabins
- Dedicated customer experience training was provided to all frontline team members and operational managers
- Annual guest activity program launched providing guests with activities such as bingo, quiz nights, wine tastings, as well as children's activities
- Electric Bikes were introduced for hire, allowing our guests to travel in an environmentally friendly way
- An upgrade of Water's Edge the Parks' three-bedroom luxury beach house.

THE RETREAT AT WEST BEACH PARKS

- 17 new cabins replaced 31 dated cabins
- Upgrade to the conference space including a new kitchen and wall art
- The Food and Beverage offering in the Holiday Park and The Retreat was improved through the introduction of pop-up food carts.

WEST BEACH PARKS GOLF

- An additional five TrackMan Range systems installed at the Golf Park driving range
- Increased biodiversity within the golf park with the planting of 7000 native plants and 50,000 European bees within six hives
- New car park lighting installed for patrons' safety
- Upgraded the Golf Website.

In the 2024-25 year, West Beach Parks received the following Global Reporting Index (GRI*) ratings for its accommodation facilities:

Accommodation Property	Global Reporting Index
Holiday Park	86.8
The Retreat	88.5

**The Global Review Index (GRI) is a general online reputation score for accommodation providers based on data taken from all major online travel agencies and review sites.*

Appendix: Audited Financial Statements 2024-25



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To the Chair West Beach Trust

Opinion

I have audited the financial report of the West Beach Trust for the financial year ended 30 June 2025.

In my opinion, the accompanying financial report gives a true and fair view of the financial position of the West Beach Trust as at 30 June 2025, its financial performance and its cash flows for the year then ended in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and Australian Accounting Standards.

The financial report comprises:

- a Statement of Comprehensive Income for the year ended 30 June 2025
- a Statement of Financial Position as at 30 June 2025
- a Statement of Changes in Equity for the year ended 30 June 2025
- a Statement of Cash Flows for the year ended 30 June 2025
- notes, comprising material accounting policy information and other explanatory information
- a Certificate from the Chief Executive Officer, the Chair, West Beach Trust and the General Manager Corporate Services.

Basis for opinion

I conducted the audit in accordance with the *Public Finance and Audit Act 1987* and Australian Auditing Standards. My responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial report' section of my report. I am independent of the West Beach Trust. The *Public Finance and Audit Act 1987* establishes the independence of the Auditor-General. In conducting the audit, the relevant ethical requirements of APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* have been met.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Chief Executive and members of the Trust for the financial report

The Chief Executive Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with relevant Treasurer's Instructions issued under the provisions of the *Public Finance and Audit Act 1987* and the Australian Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Chief Executive Officer is responsible for assessing the entity's ability to continue as a going concern, taking into account any policy or funding decisions the government has made which affect the continued existence of the entity. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

The members of the Trust are responsible for overseeing the entity's financial reporting process.

Auditor's responsibilities for the audit of the financial report

As required by section 31(1)(b) of the *Public Finance and Audit Act 1987* and section 17(2) of the *West Beach Recreation Reserve Act 1987*, I have audited the financial report of the West Beach Trust for the financial year ended 30 June 2025.

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the West Beach Trust's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive Officer
- conclude on the appropriateness of the Chief Executive Officer's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. My conclusion is based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation

My report refers only to the financial report described above and does not provide assurance over the integrity of electronic publication by the entity on any website nor does it provide an opinion on other information which may have been hyperlinked to/from the report.

I communicate with the Chief Executive Officer and the Chair, West Beach Trust about, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during the audit.



Daniel O'Donohue
Deputy Auditor-General

10 September 2025

West Beach Trust

Certification of the Financial Statements

We certify that the:

- financial statements of the West Beach Trust:
 - are in accordance with the accounts and records of the Trust;
 - comply with relevant Treasurer's Instructions;
 - comply with relevant accounting standards; and
 - present a true and fair view of the financial position of the Trust at the end of the financial year and the result of its operation and cash flows for the financial year.
- internal controls employed by the Trust for the financial year over its financial reporting and its preparation of financial statements have been effective.



K L Anderson
Chief Executive Officer



M J Jeffreys AM
Chair of Board



V J Mifsud
General Manager
Corporate Services

Dated 5 September 2025

West Beach Trust

Statement of Comprehensive Income

For the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Income			
Fees and charges	3.1	22,916	21,707
Grants and subsidies	3.2	1,509	-
Intra-government transfers	3.3	1,618	1,059
Interest		30	6
Other income	3.4	960	271
Total income		27,033	23,043
Expenses			
Employee related expenses	4.1	10,927	10,108
Supplies and services	4.2	8,842	8,092
Depreciation and amortisation	5.5, 5.6, 5.9	4,183	3,403
Borrowing costs	4.4	431	412
Net loss from the disposal of non-current assets	4.5	2	-
Other expenses	4.6	778	711
Total expenses		25,163	22,726
Profit (loss) before income tax equivalents		1,870	317
Income tax equivalent expense	1.3	560	95
Profit (loss) after income tax equivalents		1,310	222
Other Comprehensive Income			
Items that will not be reclassified to net result			
Changes in property, plant and equipment asset revaluation surplus		11,252	43,609
Total other comprehensive income		11,252	43,609
Total comprehensive result		12,562	43,831

The accompanying notes form part of these financial statements. The net result and total comprehensive result are attributable to the SA Government as owner.

West Beach Trust

Statement of Financial Position As at 30 June 2025

	Note	2025 \$'000	2024 \$'000
<u>Current assets</u>			
Cash and cash equivalents	5.2	3,366	816
Receivables	5.3	1,029	1,224
Inventories	5.4	107	120
Total current assets		4,502	2,160
<u>Non-current assets</u>			
Property, plant and equipment	5.6	154,446	141,582
Intangible assets	5.9	131	179
Total non-current assets		154,577	141,761
Total assets		159,079	143,921
<u>Current liabilities</u>			
Payables	6.2	1,884	2,400
Contract liabilities	6.3	3,886	1,798
Other Financial liabilities	6.4	754	551
Employee related liabilities	6.5	957	841
Total current liabilities		7,481	5,590
<u>Non-current liabilities</u>			
Other Financial liabilities	6.4	9,241	8,522
Employee related liabilities	6.5	810	824
Total non-current liabilities		10,051	9,346
Total liabilities		17,532	14,936
Net assets		141,547	128,985
<u>Equity</u>			
Retained earnings		25,065	23,755
Asset revaluation Surplus	7.1	116,482	105,230
Total equity		141,547	128,985

The accompanying notes form part of these financial statements. The total equity is attributable to the SA Government as owner.

West Beach Trust

Statement of Changes in Equity

For the year ended 30 June 2025

	Note	Asset revaluation surplus \$'000	Retained earnings \$'000	Total Equity \$'000
Balance at 1 July 2023		61,621	23,533	85,154
<u>Net result for 2023-2024</u>		-	222	222
Gain on revaluation of land, buildings and improvements during 2023-24		43,609	-	43,609
Total comprehensive result for 2023-2024		43,609	222	43,831
Balance at 30 June 2024		105,230	23,755	128,985
<u>Net result for 2024-2025</u>		-	1,310	1,310
Gain on revaluation of land, buildings and improvements during 2024-25		11,252	-	11,252
Total comprehensive result for 2024-2025		11,252	1,310	12,562
Balance at 30 June 2025		116,482	25,065	141,547

The accompanying notes form part of these financial statements. All changes in equity are attributable to the SA Government as owner.

West Beach Trust

Statement of Cash Flows For the year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Cash flows from operating activities			
<u>Cash inflows</u>			
Fees and charges		26,627	23,115
Grants and subsidies		3,465	-
Intra-government transfers		1,149	1,147
Interest received		30	6
Other receipts		999	271
Cash generated from operations		32,270	24,539
<u>Cash outflows</u>			
Employee related payments		(10,841)	(9,805)
Payments for supplies and services		(10,984)	(8,882)
Interest paid		(445)	(399)
GST paid to the ATO		(1,275)	(886)
Income tax equivalent payments		(95)	(183)
Other payments		(716)	(658)
Cash used in operations		(24,356)	(20,813)
Net cash provided by/(used in) operating activities	7.2	7,914	3,726
Cash flows from investing activities			
<u>Cash inflows</u>			
Proceeds from sale of property, plant and equipment		33	18
Construction works reimbursed from another agency		2,731	2,132
Cash generated from investing activities		2,764	2,150
<u>Cash outflows</u>			
Purchase of property, plant and equipment		(6,251)	(5,831)
Purchase of intangibles		-	(78)
Construction works payments on behalf of another agency		(2,731)	(2,132)
Cash used in investing activities		(8,982)	(8,041)
Net cash provided by/(used in) investing activities		(6,218)	(5,891)
Cash flows from financing activities			
<u>Cash inflows</u>			
Proceeds from borrowings		1,500	1,600
Cash generated from financing activities		1,500	1,600
<u>Cash outflows</u>			
Repayment of borrowings		(535)	(404)
Repayment of principal portion of lease liabilities		(111)	(101)
Cash used in financing activities		(646)	(505)
Net cash provided by/(used in) financing activities		854	1,095
Net increase/(decrease) in cash and cash equivalents		2,550	(1,070)
Cash and cash equivalents at the beginning of the period		816	1,886
Cash and cash equivalents at the end of the period	5.2	3,366	816

The accompanying notes form part of these financial statements.

West Beach Trust

1. About the West Beach Trust

The West Beach Trust (Trust) is a statutory authority of the State of South Australia, established pursuant to the *West Beach Recreation Reserve Act 1987*. The Trust is a body corporate subject to the control and direction of the Minister for Planning.

The financial statements and accompanying notes cover the West Beach Trust as an individual reporting entity.

The Trust does not control any other entity and has no interests in unconsolidated structured entities.

1.1 Basis of preparation

The financial statements are general purpose financial statements prepared in compliance with:

- section 23 of the *Public Finance and Audit Act 1987*;
- Treasurer's Instructions and Accounting Policy Statements issued by the Treasurer under the *Public Finance and Audit Act 1987*; and
- relevant Australian Accounting Standards.

For the purposes of preparing the financial statements, the Trust is a not-for-profit entity. The financial statements are prepared based on a 12 month reporting period and presented in Australian currency. The historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured.

All amounts in the financial statements and accompanying notes are rounded to the nearest thousand dollars (\$'000).

Income, expenses and assets are recognised net of the amount of GST except:

- when the GST incurred on a purchase of goods or services is not recoverable from the Australian Taxation Office, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item applicable; and
- receivables and payables, which are stated with the amount of GST included.

Assets that are to be sold, consumed or realised as part of the normal operating cycle have been classified as current assets. Liabilities that are due to be settled within 12 months after the end of the reporting period or for which the Trust has no right to defer the settlement for at least 12 months after the end of the reporting period are classified as current liabilities. All other assets and liabilities are classified as non-current.

Cash flows are included in the Statement of Cash Flows on a gross basis. However, the GST components of cash flows arising from investing and financing activities are recoverable from, or payable to, the ATO are classified as operating cash flows.

1.2 Functions and objectives

The functions and objectives of the Trust are:

- a) to administer and develop the West Beach Recreation Reserve in accordance with its strategic and business plans -
 - 1) as a sporting, cultural and recreational complex of State-wide significance; and
 - 2) as a tourist attraction and resort; and
- b) to promote and encourage the use and enjoyment of the Reserve by the public; and
- c) to perform any other function assigned to the Trust by the *West Beach Recreation Reserve Act 1987* or the Minister.

West Beach Trust

1.3 Taxation

In accordance with *Treasurer's Instruction 22 Tax Equivalent Payments*, the Trust is required to pay to the SA Government an income tax equivalent. The income tax liability has been determined in accordance with the accounting profit method by multiplying the corporate income tax rate (presently 30%) by the profit before income tax equivalents. An income tax equivalent of \$560,000 (2023-24 \$95,000) is payable for the reporting period.

The Trust is also liable for payroll tax, fringe benefits tax, stamp duty, goods and services tax (GST), emergency services levy and land tax equivalents. It is exempt from paying local government council rates.

The Trust is reimbursed under the State's Tax Equivalent Regime for payments made for income tax, payroll tax, land tax and stamp duty to support its continued commitment to its community service obligations. The Trust is reimbursed by the Department for Housing and Urban Development. The Trust was previously reimbursed by the Department for Trade and Investment. Reimbursements under the State Taxation Equivalent Regime are recognised as revenue in the Trust's financial statements.

1.4 Significant transactions with government related entities

Significant transactions with the SA Government are identifiable throughout this financial report. In addition:

- payments to SA Water of \$873,000 for utilities.
- payments to Department for Infrastructure and Transport of \$35,000, primarily for project administration support in relation to capital works.
- payments to Attorney-General's Department of \$52,000 for Crown Solicitor's Office legal advice
- total net loan repayments of \$535,000 to SAFA, all of which was on long term borrowings.
- Construction works reimbursed from SAPOL of \$1,949,000.

1.5 South Australia Police (SAPOL) Road Safety Centre (RSC) at West Beach Parks.

On 27 September 2022, the State Government announced that the new Women's and Children's Hospital would be built at Port Road, Adelaide on the site of the Thebarton Police Barracks. This decision required SAPOL to vacate the site in 2024, including the RSC which has been relocated to a new standalone facility on vacant government land administered by the West Beach Trust (the Trust) on Military Road, West Beach.

On 10 November 2023 the Treasurer, as lead Minister for the Thebarton Barracks Relocation Project, approved in accordance with Treasurer's Instruction 18 Procurement, for the Trust to manage the construction of the RSC utilising its own internal procurement framework. Accordingly, the asset is owned by SAPOL with the Trust managing the construction project and progressively paying the lead contractor (Partek) for confirmed works completed, upon verification from an independent Property and Construction Cost Consultant. The Trust then lodges a claim with SAPOL for the cost of the progress claim, with these funds being promptly reimbursed back to the Trust by SAPOL.

These financial statements reflect transactions in relation to the construction of the RSC (refer Notes 5.3, 5.6, 6.2 and 8.1).

This project was completed during September 2024.

West Beach Trust

2. Board, committees and employees

2.1 Key management personnel

Key management personnel of the Trust are the Minister for Planning, Members of the Board, the Chief Executive Officer and the three (2023-24 three) members of the Executive Team who have responsibility for the strategic direction and management of the Trust. Total compensation for key management personnel was \$983,000 in 2024-2025 (\$941,000).

The compensation disclosed in this note excludes salaries and other benefits the Minister for Planning, Trade and Investment, Housing and Urban Development receives. The Minister's remuneration and allowances are set by the *Parliamentary Remuneration Act 1990* and the Remuneration Tribunal of SA respectively and are payable from the Consolidated Account (via the Department of Treasury and Finance) under section 6 of the *Parliamentary Remuneration Act 1990*.

	2025 \$'000	2024 \$'000
Compensation		
Salaries and other short term employee benefits	860	847
Post-employment benefits	101	93
Other long-term employment benefits	22	1
Total compensation	983	941

Apart from the remuneration for key management personnel, there were no transactions with key management personnel or other related parties.

2.2 Board and committee members

Members of the board during the 2024-2025 financial year were:

WBT Board

Ms Jane Jeffreys AM (Chair)
 Mr Bruce Djite (Deputy Chair)
 Ms Rebecca Abley
 Ms Emily Perry (term expired 28 February 2025)
 Mr Adrian Ralph
 Ms Leesa Chesser
 Ms Cynthia O'Rielly
 Ms Elinor Walker (appointed 11 March 2025)

Board Remuneration

The number of Board members whose remuneration received or receivable from the Trust fell within the following bands was:

	2025	2024
\$1 - \$19,999	7	8
\$20,000 - \$39,999	1	1
Total number of members	8	9

The total remuneration received or receivable by members was \$105,000 (2023-24 \$101,000). Remuneration of members consists of sitting fees and superannuation contributions.

West Beach Trust

3. Income

3.1 Fees and charges

	2025	2024
	\$'000	\$'000
Accommodation revenue	16,417	15,775
Discounts allowed	(328)	(387)
Facilities and services	226	238
Golf income	4,848	4,611
Boat launching fees	65	67
Rental revenue	937	869
Sale of goods	751	534
Total fees and charges	22,916	21,707

All revenue from fees and charges is revenue recognised from contracts with customers, apart from rental revenue which is recognised as operating lease income.

Revenue from accommodation is recognised when goods and services are provided at either the Holiday Park or Retreat.

Revenue from Golf income includes green fees, driving range fees and Pro Shop sales. This income is recognised when the goods and services are provided. Revenue from golf income also includes a Playing Rights contribution from Westward Ho Golf Course members. This is paid to the Trust in advance and is initially recognised as a contract liability. Income is then recognised monthly consistent with the membership period.

Rental revenue is primarily derived from Tenants who have a ground lease. All Tenants are invoiced in advance per contract terms with income recognised consistent with the rental period.

The other major income source listed above is from the sale of goods, food and beverage sales from the Holiday Park Kiosk and Customer Service reception being the major component. This income is recognised when the sale of goods occurs.

Refer to note 5.3 for disclosure relating to contract balances included in receivables.

Refer to note 6.3 for disclosure relating to contract liabilities.

West Beach Trust

3.2 Grants and subsidies

	2025 \$'000	2024 \$'000
<u>SA Government grants and subsidies</u>		
Planning and Development Fund - The Square	1,450	-
Planning and Development Fund - Environmental Initiative	59	-
Total grants and subsidies	1,509	-

The SA Government grants recorded above are based on terms and conditions which require any unspent portion of the grant funds at the end of the financial year to be recorded as Contract liability - Capital grants received to construct an asset, in accordance with the requirements of *AASB 1058 Income of Not-for-Profit Entities*.

Planning and Development Fund - The Square

This represents a co-contribution towards the construction of the new community asset The Square. The Square project commenced in July 2024 and was officially opened to the public on 12 December 2024. The entire grant has been recognised as revenue in 2024-25.

Planning and Development Fund - Environmental Initiative

This represents a co-contribution towards the construction of an Environmental Initiative. \$1.7 million of funding has been provided to date for this project. As at the reporting date, some preliminary design and architectural costs totalling \$59,000 have been incurred and recorded as revenue. The remaining \$1,641,000 of this grant is recorded as a Liability - Capital grant received to construct an asset.

3.3 Intra-government transfers

	2025 \$'000	2024 \$'000
Reimbursement of tax equivalents paid	1,618	1,059
Total intra-government transfers	1,618	1,059

Tax equivalents represent income tax, payroll tax, land tax and stamp duty. The Trust is reimbursed these amounts under the State's Tax Equivalent Regime. The Trust is reimbursed by the Department for Housing and Urban Development, with income recognised in conjunction with the related expenses.

3.4 Other income

	2025 \$'000	2024 \$'000
Contributions received - non government	686	-
Employee cost reimbursements	-	3
Lessee on-charges	79	41
Other	195	227
Total other income	960	271

The contribution received was to part fund the replacement of the Football Centre synthetic grass pitch.

West Beach Trust

4. Expenses

4.1 Employee related expenses

	2025 \$'000	2024 \$'000
Salaries and wages	8,342	7,709
Long service leave	169	204
Annual leave	537	535
Skills and experience retention leave	15	14
Employment on-costs - superannuation *	1,022	917
Board and committee fees	94	90
Payroll tax	471	431
Workers compensation	248	179
Other employee related expenses	29	29
Total employee related expenses	10,927	10,108

Employment on-costs - superannuation

* The superannuation employment on-cost charge represents the Trust's contributions to superannuation plans in respect of current services of current employees.

Employee Remuneration

	2025 No	2024 No
The number of employees whose remuneration received falls within the following bands:		
\$172 001 to \$192 000	-	3
\$192 001 to \$212 000	3	-
\$272 001 to \$292 000	-	1
\$292 001 to \$312 000	1	-
Total number of employees	4	4

The total remuneration received by those employees for the year was \$879,000 (\$840,000). The table includes all employees who received remuneration equal to or greater than the base executive remuneration level during the year. Remuneration of employees reflects all costs of employment including salaries and wages, payments in lieu of leave, superannuation contributions, salary sacrifice benefits and fringe benefits and any fringe benefits tax paid or payable in respect of those benefits.

West Beach Trust

4.2 Supplies and services

	2025 \$'000	2024 \$'000
Bank fees and charges	173	145
Commissions payable	184	174
Consultants	331	225
Contractors	547	493
Cost of sales	775	662
Furnishings (low value)	146	280
Human resources and recruitment	197	139
Information technology expenses	489	447
Insurance	388	284
Legal costs	73	60
Marketing and public relations	735	556
Motor vehicle expenses	77	82
Short term leases	15	9
Plant and electrical appliances (low value)	46	78
Postage and telephone	59	71
Repairs and maintenance	1,523	1,357
Security	312	380
Staff training and development	60	87
Utilities	1,716	1,580
Waste and recycling	241	248
Other supplies and services	755	735
Total supplies and services	8,842	8,092

Insurance

The Trust has arranged, through SAFA Insurance to insure all of its major risks. The excess payable under this arrangement varies depending on each class of insurance held.

West Beach Trust

4.3 Expenditure - SA Business and Non-SA Business

The following table includes all expenditure in relation to contracts above \$55,000 (GST inclusive) resulting from a procurement as defined in Treasurer's Instructions 18 – Procurement (TI 18). Arrangements between public authorities and arrangements with other governments are not included.

Expenditure is inclusive of non-recoverable GST.

	2025 \$'000	Proportion SA and non-SA businesses
Total expenditure with South Australian businesses	11,116	91%
Total expenditure with non-South Australian businesses	1,103	9%
	12,219	100%

Classification as SA business or non-SA business is generally based on circumstances as at the time of entering into a contract. For contracts entered into before 20 February 2023, where sufficient evidence of an assessment made under previous procurement requirements is known to the Trust, this was used to determine classification. For contracts where such evidence of prior assessment is not available and for all other contracts, classification is based on the definition of an SA business provided in TI 18.

TI 18 defines a business as being South Australian where it operates in South Australia and more than 50% of the workforce delivering the contract resulting from the procurement on behalf of the business are South Australian residents.

The disclosure for expenditure with SA businesses reflects the total spent on contracts within the TI 18 definition and in some instances includes the cost of goods sourced from outside South Australia.

In many cases, the determination has been made on the basis of representations made by suppliers at a point in time which has not been subject to independent verification.

4.4 Borrowing costs

	2025 \$'000	2024 \$'000
Interest expense on borrowings measured at amortised cost	286	268
Guarantee fees expense on borrowings measured at amortised cost	113	108
Interest expense on lease liabilities	32	36
Total borrowing costs	431	412

The Trust does not capitalise borrowing costs.

West Beach Trust

4.5 Net loss from the disposal of non-current assets

	2025 \$'000	2024 \$'000
<u>Plant and equipment</u>		
Proceeds from disposal	33	18
Less net book value of assets disposed	35	18
Net loss from disposal of plant and equipment	2	-
<u>Total assets</u>		
Total proceeds from disposal	33	18
Less total value of assets disposed	35	18
Total net loss from the disposal of non-current assets	2	-

Gains/losses on disposal are recognised at the date at which control of the asset is passed to the buyer and are determined after deducting the cost of the asset from the proceeds at that time. When revalued assets are sold, the revaluation surplus is not transferred to retained earnings.

4.6 Other expenses

	2025 \$'000	2024 \$'000
Audit fees	66	60
Bad debts and allowances for doubtful debts	1	15
Expensing of items previously classified as work in progress	3	27
Federal land tax equivalent	63	30
Property, plant and equipment write-offs	59	11
Rental write-back	-	36
Stamp duty	47	34
State land tax	539	498
Total other expenses	778	711

Audit fees

The audit fees were paid / payable to the Audit Office of South Australia in relation to the work performed under the *Public Finance and Audit Act 1987*. No other services were provided by the Audit Office of South Australia.

West Beach Trust

5. Assets

5.1 Financial assets

	2025 Carrying amount \$'000	2024 Carrying amount \$'000
<u>Financial assets measured at amortised cost</u>		
Cash and cash equivalents	3,366	816
Contractual receivables	206	955
Total financial assets	3,572	1,771

All financial assets are measured at amortised cost.

5.2 Cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash at bank or on hand	539	414
Short-term deposits with SAFA	2,827	402
Total cash and cash equivalents	3,366	816

Cash is measured at nominal amounts. There are no restrictions over any of the Trust's cash balances.

Cash on hand is non-interest bearing. Cash at bank earns a floating interest rate, based on daily bank deposit rates.

Short-term deposits

Short term deposits are lodged on an at call basis through the SAFA Cash Management Facility. These funds, which are guaranteed by the Treasurer, earn an interest rate which is aligned to the RBA official cash rate plus a margin determined by SAFA.

West Beach Trust

5.3 Receivables

	2025 \$'000	2024 \$'000
Current		
<u>Contractual receivables</u>		
Receivables from the sale of goods and services	206	173
Progress claim relating to RSC construction	-	782
Less allowance for impairment loss on contractual receivables	-	-
Total contractual receivables	<u>206</u>	<u>955</u>
<u>Statutory receivables</u>		
Reimbursements for tax equivalents paid	636	167
Other statutory receivables	6	5
Total statutory receivables	<u>642</u>	<u>172</u>
Prepayments	<u>181</u>	<u>97</u>
Total receivables	<u>1,029</u>	<u>1,224</u>

All receivables are non-interest bearing. They are held with the objective of collecting the contractual cash flows.

Contractual receivables

Contractual receivables arise in the normal course of selling goods and services to other government agencies and to the public. Contractual receivables are normally settled within 30 days after the issue of an invoice or the goods/services have been provided under a contractual arrangement.

Other than as recognised in the allowance for impairment loss on contractual receivables, it is not anticipated that counterparties will fail to discharge their obligations. The carrying amount of receivables approximates net fair value due to being receivable on demand. There is no concentration of credit risk.

Refer to note 9.2 for further information on risk management.

Allowance for impairment loss on contractual receivables

	2025 \$'000	2024 \$'000
Carrying amount at the beginning of the period	-	-
Increase in allowance recognised in the profit or loss	1	15
Amounts written off	(1)	(15)
Carrying amount at the end of the period	<u>-</u>	<u>-</u>

Impairment losses relate to contracts with customers external to SA Government.

Refer to note 9.2 for details regarding credit risk and the methodology for determining impairment.

Statutory receivables

Statutory receivables do not arise from contracts with customers. They are related to taxes and equivalents as well as statutory fees and charges. Statutory receivables are recognised and measured similarly to contractual receivables. Statutory receivables are not financial assets.

The net amount of GST receivable is included as a part of statutory receivables.

No impairment loss was recognised in relation to statutory receivables.

West Beach Trust

5.4 Inventories

	2025 \$'000	2024 \$'000
<u>Current - held for distribution at no or nominal amount</u>		
Materials at cost	2	6
Total current inventories held for distribution at no or nominal amount	2	6
<u>Current - held for sale</u>		
Goods at cost	105	114
Total current other inventories - held for sale	105	114
Total inventories	107	120

Inventories held for distribution, at no or nominal consideration, are measured at cost and adjusted when applicable for any loss of service potential. Inventories held for sale are measured at the lower of cost or their net realisable value.

Cost for inventory is measured on the basis of the first-in, first-out method. Net realisable value is determined using the estimated sales proceeds less costs incurred in marketing, selling and distribution to customers.

Cost of inventories

The cost recognised as an expense for materials and goods for resale is \$775,000. There was a net decrease in inventories for the period of \$13,000.

5.5 Depreciation and amortisation

The depreciation expenses for property, plant and equipment are presented in Note 5.6. The amortisation expenses for intangible assets are presented in Note 5.9.

All non-current assets, having a limited useful life, are systematically depreciated/amortised over their useful lives in a manner that reflects the consumption of their service potential.

Useful Life

Depreciation and amortisation are calculated on a straight-line basis. Property, plant and equipment and intangible assets depreciation and amortisation are calculated over the estimated useful life as follows:

Class of asset	Useful life (years)
Buildings and improvements	1 to 100
Plant and equipment	1 to 30
Right-of-use land	15
Right-of-use plant and equipment	5
Intangibles	3 to 10

Review of accounting estimates

Assets' residual values, useful lives and amortisation methods are reviewed and adjusted, if appropriate, on an annual basis. Changes in the expected life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the time period or method, as appropriate.

The Trust revalued its buildings and improvements upward at 30 June 2025. Future depreciation expense will increase by approximately \$240,000 as a result.

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5.6 Property, plant and equipment by asset class

Property, plant and equipment comprises tangible assets owned and right-of-use (leased) assets. The assets presented below do not meet the definition of investment property.

	Land \$'000	Buildings and improvements \$'000	Plant and equipment \$'000	Work in progress \$'000	Right-of-use - Land \$'000	Right-of-use - Plant & Equipment \$'000	Total \$'000
Gross carrying amount	83,783	116,773	9,573	307	1,067	234	211,737
Accumulated Depreciation	-	(50,344)	(6,456)	-	(393)	(98)	(57,291)
Carrying amount	83,783	66,429	3,117	307	674	136	154,446
Reconciliation 2024-2025							
Carrying amount at the beginning of the period	76,514	60,322	3,160	757	646	183	141,582
Acquisitions	-	4,716	831	2,149	-	-	7,696
Transfers from Work in progress	-	607	40	(647)	-	-	-
Transfers to another agency	-	-	-	(1,949)	-	-	(1,949)
Disposals eg sales, write offs	-	(59)	(35)	(3)	-	-	(97)
Revaluation inc/(dec)	7,269	3,983	-	-	-	-	11,252
Remeasurement	-	-	-	-	97	-	97
Depreciation	-	(3,140)	(879)	-	(69)	(47)	(4,135)
Carrying amount at the end of the period	83,783	66,429	3,117	307	674	136	154,446
Reconciliation 2023-2024							
Carrying amount at the beginning of the period	54,909	34,170	3,112	2,733	710	174	95,808
Acquisitions	-	3,818	961	3,671	-	57	8,507
Transfers from Work in progress	-	2,680	26	(2,706)	-	-	-
Transfers to another agency	-	-	-	(2,914)	-	-	(2,914)
Transfers between asset classes	-	66	(78)	-	-	-	(12)
Disposals eg sales, write offs	-	(11)	(18)	(27)	-	-	(56)
Revaluation inc/(dec)	21,605	22,004	-	-	-	-	43,609
Depreciation	-	(2,405)	(843)	-	(64)	(48)	(3,360)
Carrying amount at the end of the period	76,514	60,322	3,160	757	646	183	141,582

5.7 Property, plant and equipment owned by the Trust

Property, plant and equipment owned by the Trust with a value equal to or in excess of \$1,000 is capitalised.

Non-current assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Non-current assets are subsequently measured at fair value after allowing for accumulated depreciation.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position.

Impairment

The Trust holds its property, plant and equipment for their service potential. There were no indications of impairment of property, plant and equipment assets as at 30 June 2025.

5.8 Property, plant and equipment leased by the Trust

Property, plant and equipment leased by the Trust is recorded at cost.

Short-term leases of 12 months or less and low value leases where the underlying asset value is less than \$15,000 are not recognised as right-of-use assets. The associated lease payments are recognised as an expense and are disclosed in note 4.2.

The Trust has a limited number of leases:

- a parcel of land, in accordance with a lease that commenced on 9 July 2014 and expires on 30 June 2034. The right-of-use asset is being depreciated over a useful life of 15 years which is consistent with the remaining term of this lease from the initial recognition in accordance with *AASB 16 Leases* on 1 July 2019.
- trackman golf driving range equipment and hardware, in accordance with an agreement that requires 60 monthly rental payments commencing 1 June 2023 and expiring 30 May 2028. At the end of the lease term the Trust will take ownership of the trackman golf driving range equipment and hardware. The right-of-use asset has been assessed as having a 5 year useful life for depreciation expense purposes.

The lease liabilities related to the right-of-use assets are disclosed in note 6.4. The Trust's maturity analysis of its lease liabilities is disclosed in note 9.2. Expenses related to leases, including depreciation and interest expenses, are disclosed in note 5.6 and note 4.4. Cash outflows related to leases are disclosed in note 7.2.

Impairment

Property, plant and equipment leased by the Trust have been assessed for impairment. There was no indication of impairment. No impairment loss or reversal of impairment loss was recognised.

5.9 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance. Intangible assets are measured at cost and are tested for indications of impairment at each reporting date. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The acquisition of computer software is capitalised only when the expenditure meets the definition and recognition criteria and when the amount of the expenditure is equal to or in excess of \$1,000.

	Purchased computer software \$'000	Total \$'000
Gross carrying amount	935	935
Accumulated Amortisation	(804)	(804)
Carrying amount	131	131
Reconciliation 2024-2025		
	179	179
Carrying amount at the beginning of the period		
Amortisation	(48)	(48)
Carrying amount at the end of the period	131	131
Reconciliation 2023-2024		
	132	132
Carrying amount at the beginning of the period		
Acquisitions	78	78
Transfers from Work in progress	12	12
Amortisation	(43)	(43)
Carrying amount at the end of the period	179	179

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6. Liabilities

6.1 Financial liabilities

	2025 amount \$'000	2024 amount \$'000
<u>Financial liabilities measured at amortised cost</u>		
Contractual payables	599	947
Borrowings from SA Government	9,090	8,124
Lease liabilities	880	924
Other financial liabilities	25	25
Total financial liabilities	10,594	10,020

All financial liabilities are measured at amortised cost.

6.2 Payables

	2025 \$'000	2024 \$'000
<u>Current</u>		
<u>Contractual payables</u>		
Contractual payables	599	947
Accrued expenses	199	1,073
Total contractual payables	798	2,020
<u>Statutory payables</u>		
GST payable	463	219
Payments for tax equivalents	560	95
Other statutory payables	63	66
Total statutory payables	1,086	380
Total payables	1,884	2,400

Payables and accrued expenses are recognised for all amounts owing but unpaid. All payables are non-interest bearing.

Contractual payables

Contractual payables are normally settled within 15 days from the date the invoice is first received.

Statutory payables

Statutory payables do not arise from contracts. Statutory payables include government taxes and equivalents as well as statutory fees and charges.

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6.3 Contract liabilities

	2025 \$'000	2024 \$'000
Current		
Contract liabilities	2,245	1,798
Capital grants received to construct an asset	1,641	-
Total contract liabilities	3,886	1,798

Contract liabilities relate to monies received in advance for goods and services, for which revenue is recognised when the good and services are provided. It includes accommodation deposits and booking payments, annual golf membership playing rights and annual boat launch permit fees collected in advance. The advance portion of any payment of lease and licence fees for use of parcels of land and buildings across the precinct is also included.

Contract liabilities as at the 30 June 2025 have increased relative to the previous balance date due to the timing of Westward Ho Golf Course member playing rights contributions.

It has been assessed that any advance payments for goods, services, leases and licences being received beyond one year would be minimal. On this basis, it is appropriate to classify the entire amount as a current liability and assume that revenue totalling \$1,798,000 was recognised in 2024-25 that was included in contract liabilities as at 30 June 2024.

As reflected in Note 3.2, the unspent portion of a co-contribution towards an Environmental Initiative is reflected in the Capital grants received to construct an asset. It is anticipated that the unspent portion of the grant will be fully spent during 2025-26.

Expected realisation of contract liabilities as revenue

	2025-26 \$'000	TOTAL \$'000
Contract liabilities		
Liabilities from contracts with customers and tenants, included in 'Payables'	2,245	2,245
Capital grants received to construct an asset	1,641	1,641
Total contract liabilities	3,886	3,886

West Beach Trust

6.4 Other Financial liabilities

	2025 \$'000	2024 \$'000
<u>Current</u>		
Borrowings from SA Government	639	439
Lease liabilities	115	112
Total current financial liabilities	754	551
<u>Non-current</u>		
Borrowings from SA Government	8,451	7,685
Lease liabilities	765	812
Lessee security deposits	25	25
Total non-current financial liabilities	9,241	8,522
Total financial liabilities	9,995	9,073

The Trust measures financial liabilities including borrowings/debt at amortised cost. All interest bearing liabilities have been sourced from the SA Government Financing Authority.

All material cash outflows are reflected in the lease liabilities disclosed above.

Borrowings from SA Government

These are unsecured loans which do bear interest. The terms of the loans including repayment periods are contained in the Treasurer's approval of the loans.

The Trust has a \$9,090,000 (2023-24 \$8,124,000) loan facility with the South Australian Government Financing Authority. This amount excludes \$1.25m in approved loan funding for the purpose of building a new Toddler Pool/Splash Pad at the West Beach Parks Holiday Park. It is anticipated that this amount will be fully drawn down during 2025-26.

The Trust has a \$2,500,000 (2023-24 \$2,500,000) working capital facility with the South Australian Government Financing Authority. As at 30 June 2025 there were no drawings on this facility (2023-24 \$Nil).

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6.5 Employee related liabilities

	2025 \$'000	2024 \$'000
Current		
Accrued salaries and wages	291	224
Annual leave	380	372
Long service leave	111	95
Skills and experience retention leave	29	24
Employment on costs	146	126
Total current employee related liabilities	957	841
Non-current		
Long service leave	726	739
Employment on costs	84	85
Total non-current employee related liabilities	810	824
Total employee related liabilities	1,767	1,665

Employee related liabilities are accrued as a result of services provided up to the reporting date that remain unpaid. Long-term employee related liabilities are measured at present value and short-term employee related liabilities are measured at nominal amounts.

Salaries and Wages, Annual Leave, Skills and Experience Retention Leave (SERL) and Sick Leave

The liability for salary and wages is measured as the amount unpaid at the reporting date at remuneration rates current at the reporting date.

The annual leave liability and the Skills and Experience Retention Leave liability in full is expected to be payable within 12 months and is measured at the undiscounted amount expected to be paid.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement for sick leave.

Long Service Leave

The liability for long service leave is measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. The expected timing and amount of long service leave payments is determined through whole-of-government actuarial calculations, which are based on actuarial assumptions on expected future salary and wage levels, experience of employee departures and periods of service. These assumptions are based on employee data over SA Government entities.

The discount rate used in measuring the liability is reflective of the yield on long-term Commonwealth Government bonds. The yield on long-term Commonwealth Government bonds of 4.25% is consistent with 2024. As a result, there is no net financial effect resulting from movements in the bond yields.

The actuarial assessment performed by the Department of Treasury and Finance left the salary inflation rate at 3.5% for long service leave liability. As a result, there is no net financial effect resulting from changes in the salary inflation rate.

The portion of estimated long service leave that is classified as current is based on an assessment of the pattern of leave taken or paid out over the last 10 years.

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Employment on-costs

Employment on-costs include payroll tax, ReturnToWorkSA levies and superannuation contributions and are settled when the respective employee benefits that they relate to are discharged. These on-costs primarily relate to the balance of leave owing to employees. Estimates as to the proportion of long service leave estimated to be taken as leave, rather than paid on termination, affects whether certain on-costs are recognised as a consequence of long service leave liabilities.

The Trust contributes to several State Government and externally managed superannuation schemes. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the respective superannuation schemes. The only liability outstanding at reporting date relates to any contributions due but not yet paid to the South Australian Superannuation Board.

As a result of an actuarial assessment performed by the Department of Treasury and Finance, the proportion of long service leave taken as leave has remained at 44% but the average factor for the calculation of employer superannuation cost on-costs has changed from the 2024 rate (11.5%) to 12%. These rates are used in the employment on-cost calculation. The net financial effect of the changes in the current financial year is an increase in the employment on-cost of \$5,000. The impact on future periods is impracticable to estimate.

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7. Other disclosures

7.1 Equity

The asset revaluation surplus is used to record increments and decrements in the fair value of property and plant and equipment to the extent that they offset one another. Relevant amounts are not transferred to retained earnings when an asset is derecognised.

7.2 Cash flow

	2025 \$'000	2024 \$'000
<u>Reconciliation of net cash provided by operating activities to Profit (loss) after income tax equivalents</u>		
Net cash provided by operating activities	7,914	3,726
<u>Add/less non-cash items</u>		
Depreciation and amortisation expense of non-current assets	(4,183)	(3,403)
Gain/loss on sale or disposal of non-current assets	(2)	-
Increments/decrements on revaluation of non-current assets	30	-
Expensing of items previously classified as work in progress	(3)	(27)
Property, plant and equipment write-offs	(59)	(11)
<u>Movement in assets and liabilities</u>		
Increase/(decrease) in receivables	(195)	729
Increase/(decrease) in inventories	(13)	23
(Increase)/decrease in payables	11	(774)
(Increase)/decrease in contract liabilities	(2,088)	206
(Increase)/decrease in employee benefits	(102)	(247)
Profit (loss) after income tax equivalents	1,310	222

Total cash outflows for leases was \$136,000 (2024: \$136,000).

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8. Outlook

8.1 Unrecognised contractual commitments

Commitments include operating, capital and outsourcing arrangements arising from contractual or statutory sources and are disclosed at their nominal value.

Capital commitments

	2025 \$'000	2024 \$'000
Within one year	502	1,876
Total capital commitments	502	1,876

The capital commitments include amounts relating to Cabin upgrade works at both the Holiday Park and Retreat and Wi-Fi upgrade works at the Holiday Park.

The prior year capital commitments included amounts relating to the construction of new Cabins at the Holiday Park, entry statement signage on Africaine Road and playground equipment associated with a new all-access community facility called The Square at West Beach Parks. In addition, capital commitments relating to the construction of the SAPOL Road Safety Centre were included.

Operating leases receivable

	2025 \$'000	2024 \$'000
<u>Commitments in relation to operating lease income contracted for at the reporting date but not recognised as assets are receivable as follows:</u>		
Within one year	856	863
Later than one year but not longer than five years	2,557	2,430
Later than five years	6,703	6,369
Total operating leases receivable	10,116	9,662

The above table sets out a maturity analysis of operating lease payments receivable, showing the undiscounted lease payments to be received after the reporting date. These amounts are not recognised as assets.

All operating leases receivable are from entities external to the SA government, and are for parcels of land and buildings leased to various sporting organisations and commercial operators.

Rental revenue from operating leases is included in Note 3.1.

8.2 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

The Trust is not aware of any material contingent assets and liabilities.

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8.3 Impacts of standards and statements not yet effective

The Trust has assessed the impact of new and changed Australian Accounting Standards and Interpretations not yet effective. The Trust does not expect a material impact on the financial statements from the adoption of these standards when they become effective.

No Australian Accounting Standards have been early adopted.

8.4 Events after the reporting period

The Trust is not aware of any events after the end of the reporting period that will have a material financial impact.

9. Measurement and risk

9.1 Fair value

AASB 13 Fair Value Measurement defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants, in the principal or most advantageous market, at the measurement date.

Initial recognition

Non-current assets are initially recorded at cost or at the value of any liabilities assumed, plus any incidental cost involved with the acquisition. Non-current assets are subsequently measured at fair value after allowing for accumulated depreciation.

Where assets are acquired at no value, or minimal value, they are recorded at fair value in the Statement of Financial Position.

Revaluation

Property, plant and equipment, other than right-of-use assets, is subsequently measured at fair value after allowing for accumulated depreciation.

The current policy of the Trust is that land, buildings and improvements will be revalued by an external professionally qualified valuer every 5 years. An independent valuation was undertaken as at 30 June 2024 in line with this policy. In addition, there is an obligation to determine whether there is a possibility that the carrying amount of these assets is materially different to the fair value each year for financial reporting purposes to ensure compliance with *AASB 116 Property, Plant and Equipment*. As referenced below, a separate desktop valuation of land and buildings and improvements was performed as at 30 June 2025 by a Certified Practising Valuer from Public Private Property Pty Ltd.

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Fair value hierarchy

The Trust classifies fair value measurement using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements, based on the data and assumptions used in the most recent revaluation.

- Level 1 – traded in active markets and is based on unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at measurement date.
- Level 2 – not traded in an active market and are derived from inputs (inputs other than quoted prices included within level 1) that are observable for the asset, either directly or indirectly.
- Level 3 – not traded in an active market and are derived from unobservable inputs.

The Trust's policy is to recognise transfers into and out of fair value hierarchy levels as at the end of the reporting period.

All property, plant and equipment of the Trust are categorised in Level 3.

Land and buildings and improvements

An independent valuation of land, buildings and improvements was undertaken in the period March to April 2024 by a Certified Practising Valuer from Public Private Property Pty Ltd, as at 30 June 2024.

Fair value of land was determined using the market approach by reference to the best available market transactions, noting however the unique characteristics of the subject land requiring the making of adjustments to take account of restrictions in use and other factors (statutory restrictions, special zoning, and reclaimed land).

Separate desktop valuations of land and buildings and improvements were performed as at 30 June 2025 by a Certified Practising Valuer from Public Private Property Pty Ltd.

The fair value of land was based on the Valuer-General's average site value percentage change for the period 30 June 2024 to 30 June 2025. As this figure is calculated at the submarket-group level, rather than for individual parcels, it has been assessed to provide a suitably broad and objective basis for desktop land valuation purposes.

The fair value of buildings and improvements was determined using the cost approach due to the lack of an active market. The current replacement cost considered the need for ongoing provision of government services, specialised nature and restricted use of the assets, their size, condition, and location.

The valuation used estimates about construction materials that would be required to replace the buildings, information about current construction costs were derived from [building costs guides / internal records such as recent tender documents, construction invoices etc.] and the estimated useful life due to age and condition of the building.

As a result of current market conditions, the 2025 desktop valuation has resulted in an increase to the valuation of land, buildings and improvements. The financial impact of the increase is reflected in these financial statements.

Plant and equipment

Plant and equipment acquisitions have been recognised at cost. The carrying value of plant and equipment is deemed to approximate fair value. These assets are classified in level 3 as there has been no subsequent adjustments to their value, except for management assumptions about the assets condition and remaining useful life.

West Beach Trust

9.2 Financial Instruments

Financial risk management

Risk is managed by the application of the West Beach Trust Risk Management Framework.

The Trust's exposure to financial risk (liquidity risk, credit risk and market risk) is low due to the nature of the financial instruments held.

Liquidity risk

Liquidity risk arises where the Trust is unable to meet its financial obligations as they are due to be settled. The Board, Executive and Senior Management are responsible for monitoring and ensuring its operations are prudently maintained. Liquidity is managed on a daily basis and monthly reports are submitted to the Board, Executive and Senior Management and the Department of Treasury and Finance. The Trust generally settles undisputed accounts within 15 days from the date of invoice or the date the invoice is first received. In the event of a dispute, payment is generally made 15 days from resolution.

An assessment of liquidity risk has been undertaken by the Chief Executive Officer and General Manager Corporate Services and based on past experience and knowledge of seasonal trends, management is confident that the Trust will be able to meet its financial obligations as and when they fall due. Cash flow updates are included in the Trust's Board papers provided to Board members monthly.

Credit risk

Credit risk arises when there is the possibility of the Trust's debtors defaulting on their contractual obligations resulting in financial loss to the Trust. The Trust measures credit risk on a fair value basis and monitors risk on a regular basis.

The Trust has minimal concentration of credit risk. The Trust has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history. The Trust does not engage in high risk hedging for its financial assets.

West Beach Trust

Impairment of financial assets

Loss allowances for receivables are measured at an amount equal to lifetime expected credit loss using the simplified approach in AASB 9. The Trust uses an allowance matrix to measure the expected credit loss of receivables from non-government debtors which comprise a large number of small balances.

To measure the expected credit losses, receivables are grouped based on shared risks characteristics and the days past due. When estimating expected credit loss, the Trust considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Trust's historical experience and informed credit assessment, including forward-looking information.

The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Trust is exposed to credit risk.

The expected credit loss of government debtors is considered to be nil based on the external credit ratings and nature of the counterparties.

Impairment losses are presented as net impairment losses within net result, subsequent recoveries of amounts previously written off are credited against the same line item.

Receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the failure of a debtor to enter into a payment plan with the Trust and a failure to make contractual payments within a reasonable time frame.

There were no receivables written off during the year that are still subject to enforcement activity.

The Trust considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties and therefore the expected credit loss is nil.

Market risk

The Trust does not trade in foreign currency, nor enter into transactions for speculative purposes, nor for hedging.

Exposure to interest rate risk may arise through its interest bearing liabilities, including borrowings. The Trust's interest bearing liabilities are managed through the South Australian Government Financing Authority (SAFA) and any movement in interest rates are monitored on a regular basis. There is no exposure to foreign currency or other price risks.

There have been no changes in risk exposure since the last reporting period.

Categorisation of financial instruments

Details of the material accounting policy information and methods adopted including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised with respect to each class of financial asset, financial liability and equity instrument are disclosed in the respective financial asset / financial liability note.

West Beach Trust

Classification of financial instruments

The Trust measures all financial instruments at amortised cost.

	2025 Carrying amount/Fair value \$'000	2025 Contractual maturities		
		Within 1 year \$'000	1-5 years \$'000	More than 5 years \$'000
Financial assets				
Cash and equivalent				
Cash and cash equivalent	3,366	3,366	-	-
Financial assets at amortised cost				
Contractual receivables	206	206	-	-
Total financial assets	3,572	3,572	-	-
Financial liabilities				
Financial liabilities at amortised cost				
Contractual payables	599	599	-	-
Borrowings	9,090	639	2,716	5,735
Lease liabilities	880	115	402	363
Lessee security deposits	25	-	-	25
Total financial liabilities	10,594	1,353	3,118	6,123

	2024 Carrying amount/Fair value \$'000	2024 Contractual maturities		
		Within 1 year \$'000	1-5 years \$'000	More than 5 years \$'000
Financial assets				
Cash and equivalent				
Cash and cash equivalent	816	816	-	-
Financial assets at amortised cost				
Contractual receivables	955	955	-	-
Total financial assets	1,771	1,771	-	-
Financial liabilities				
Financial liabilities at amortised cost				
Contractual payables	947	947	-	-
Borrowings	8,124	439	1,860	5,825
Lease liabilities	924	112	511	301
Lessee security deposits	25	-	-	25
Total financial liabilities	10,020	1,498	2,371	6,151

*Maturities analysis is presented using the undiscounted cash flows and therefore may not total to equal the carrying amount/fair value of the financial instrument.

Receivables and payables

The receivable and payable amounts disclosed here exclude amounts relating to statutory receivables and payables (e.g. Commonwealth and State taxes, fees and charges). In government, certain rights to receive or pay cash may not be contractual and therefore in these situations, the requirements will not apply. Where rights or obligations have their source in legislation such as levy receivables/payables, tax equivalents, commonwealth tax etc they would be excluded from the disclosure. The standard defines contract as enforceable by law. All amounts are carried at cost.

The receivables amount disclosed here excludes prepayments. Prepayments are not financial assets as defined in AASB 132 as the future economic benefit of these assets is the receipt of goods and services rather than the right to receive cash or another financial asset.